



Our Army at War - Relevant and Ready...

Today and Tomorrow

A Game Plan for Advancing Army Objectives in FY05 and Beyond: *Thinking Strategically*



Why a Game Plan?

- Situation:

- ➔ The Army has a great deal of requirements prescribed by National, Defense, Combatant Command, and Joint directives.
- We have clear strategic direction developed during the past year.
 - ✓ A well articulated, well managed Army Campaign Plan.
 - ✓ Numerous authoritative documents that communicate intent.
 - ✓ Several key papers by leaders (e.g., *Adapt or Die* and *Serving a Nation at War*).
- We have several key documents in various stages of development:
 - ✓ The Army Plan (i.e., Section I -- Army Strategic Planning Guidance (ASPG))
 - ✓ Program Objective Memorandum 06-11
 - ✓ The FY 06 Legislative Agenda (DRAFT)
 - ✓ Army Strategic Communications Plan (DRAFT)

- Mission:

- We have a mission of deadly importance ...
- *A unique **opportunity** to get it right ...*



What is its Purpose?

- Reaffirm our overarching strategic goal and broad strategic direction.
 - Provide a common perspective of our operating environment, in terms of challenges, uncertainties, and opportunities.
 - Stimulate thinking, initiative, and creativity with respect to the application of strategic leadership to deal with key challenges we face.
 - Provide a context to focus our strategic communications to achieve the following effects:
 - ➔ Externally ... to maintain support for our programs.
 - Internally ... to address the concerns of Soldiers, families, and the civilian workforce and explain why and how the Army is changing.
 - *Add impetus to our ongoing efforts to change our culture ... to reflect the realities of our current operating context*
- A/SA, 2 September: “make it compelling ... focus on big ideas ... big challenges ... “**



CSA Guidance: How To Make It Most Useful

- Key Ideas:
 - ➔ Get in everyone's mind what the purpose of the document is ...
 - Focus on genuinely strategic issues ...
 - Stay broad ... people want certainty ... don't make promises you can't deliver ...
 - Create realistic expectations that match our operating environment ...
 - Emphasize the importance of changing culture ...
- Culture:
 - Need to reinforce role of leadership and adaptability ...
 - Need to unleash initiative ...
 - Need to increase tolerance of ambiguity, uncertainty ...
 - Change frame of reference ... move beyond Task, Conditions, and Standards ...
 - Must reinforce development of a wartime mindset ...

CSA, 2 September: "to articulate intent ... and ensure unity of effort in achieving that intent ..."



How Does the Game Plan Reinforce Key Strategic Documents?

Army Strategic Planning Guidance (ASPG): Next 10-20 Years

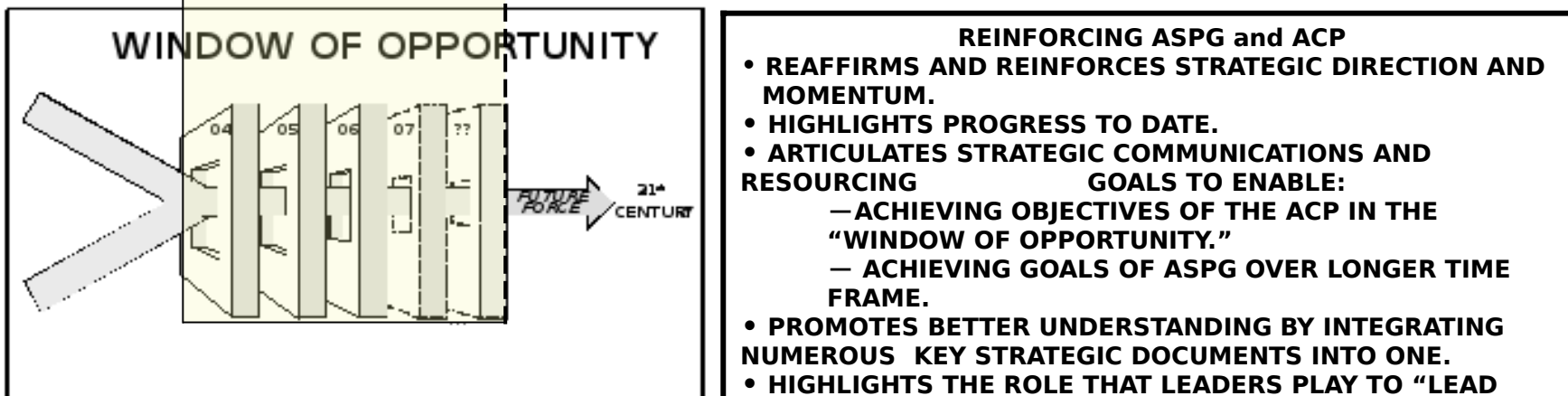
FOCUS: CLARIFYING CURRENT AND FUTURE STRATEGIC CAPABILITIES

Army Campaign Plan (ACP): Next 10 Years

FOCUS: TRANSFORMING TO CREATE A JOINT AND EXPEDITIONARY ARMY . . . NOW

Game Plan: Next 1-2 Years

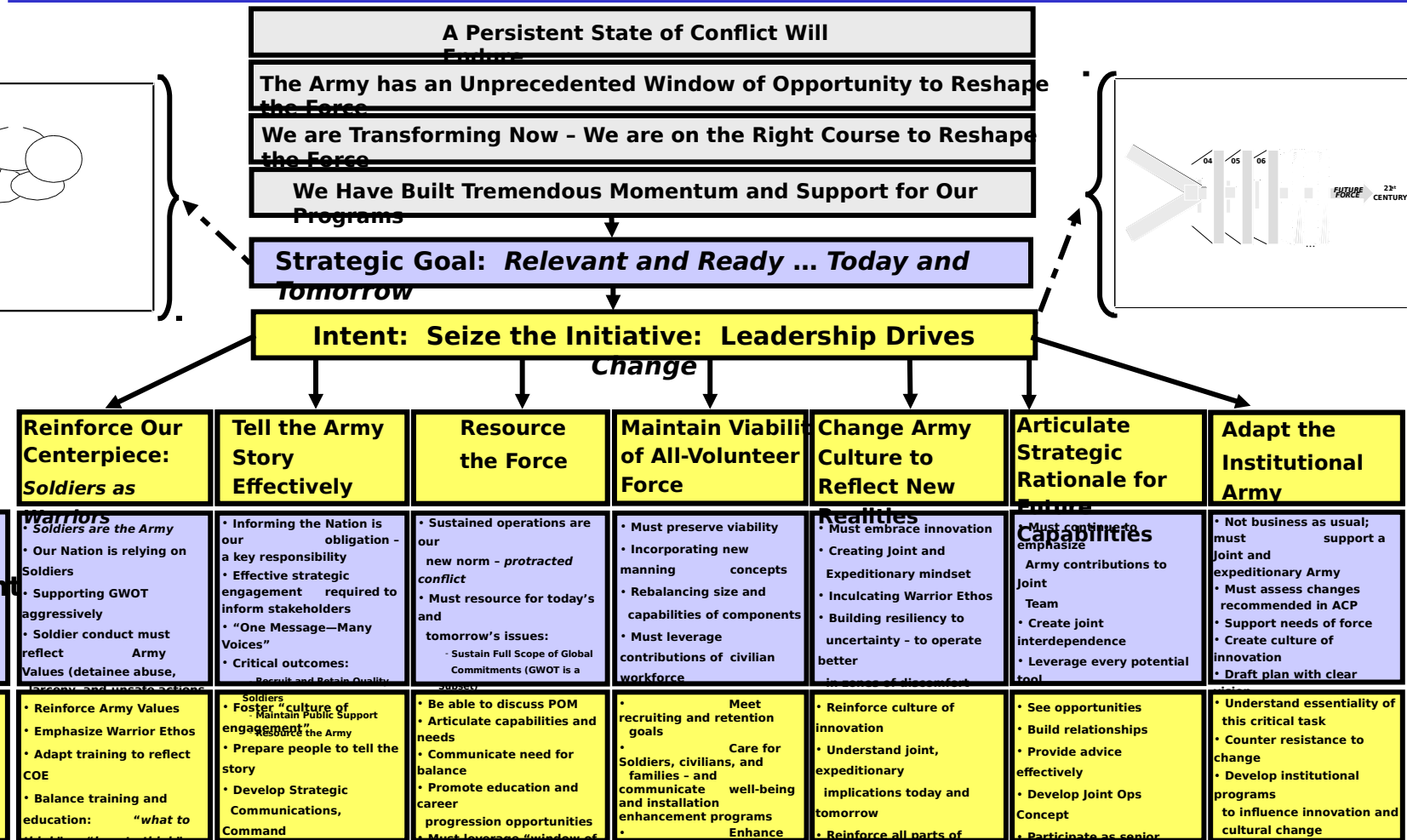
FOCUS: REINFORCING INTENT, UNIFYING EFFORT, CLARIFYING LEADER ROLES ... AND CHANGING CULTURE (SEIZING THE INITIATIVE TO EXPLOIT "WINDOW OF OPPORTUNITY.")



Unify effort , clarify leader roles, exploit window of opportunity and change culture.



"Our Army At War -- Relevant and Ready ...Today and Tomorrow"



Focusing Effort: - Amidst adversity, a range of opportunities is clearly evident. We must capitalize on these opportunities in the strategy development and resourcing processes.

Managing Sources of Risk: - Risks do exist in this strategic environment, especially with regard to an uncooperative and adaptive enemy, finite resources, and our pace of operations.

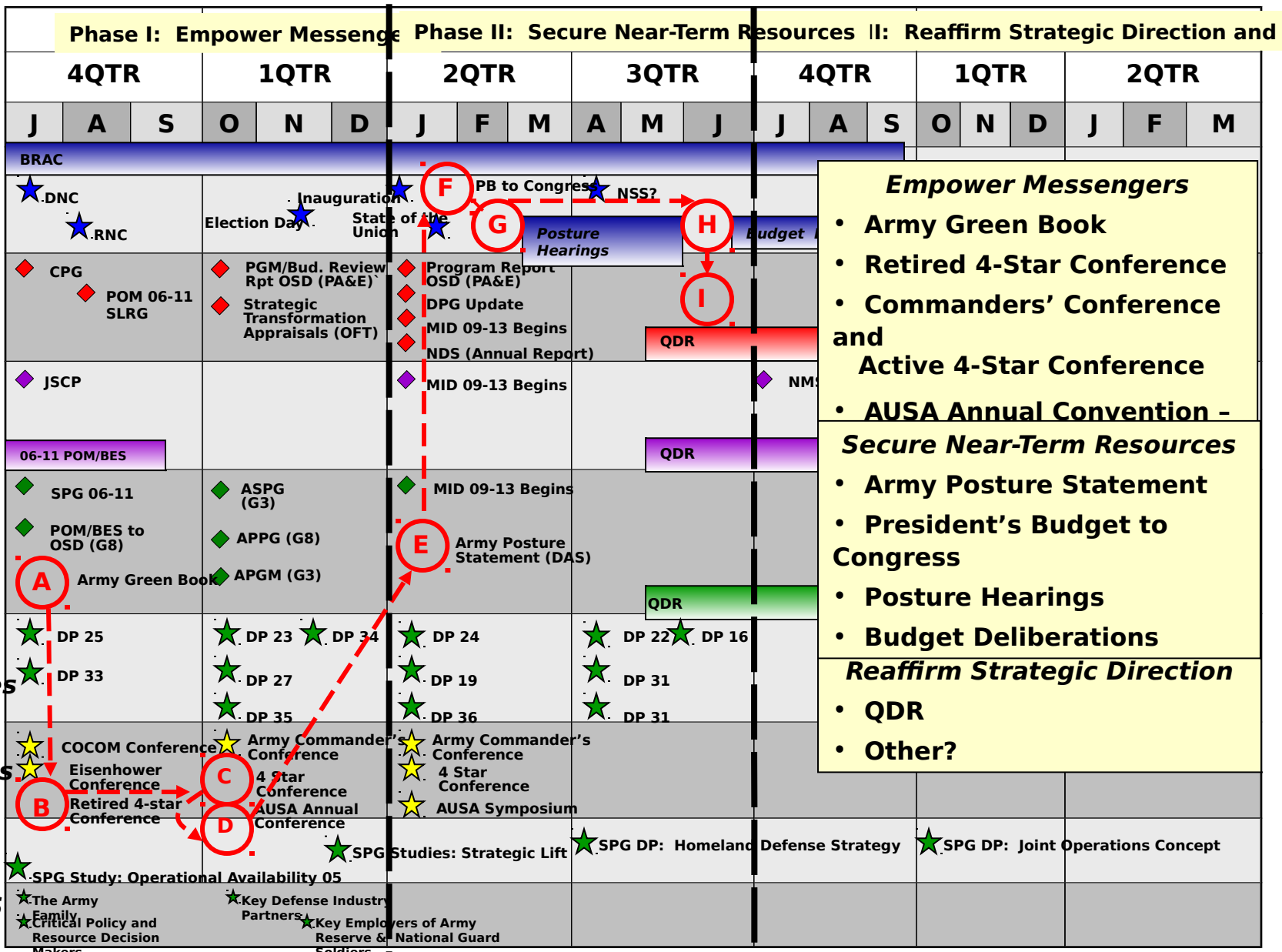
Creating the Future: - Our Nation and our Army are engaged in a protracted Global War on Terrorism.

- How can we apply the lessons we have learned, at all levels, to improve performance?
- What decisions could we have made earlier?
- What should we be thinking about now?

The Army will remain relevant and ready by providing the Joint Force with essential capabilities to dominate across the full range of military operations.



Focusing Effort





Managing Sources of Risk

- Tension between preparing for the future and meeting the demands of the present, with finite resources, requires the Army to balance the risk.
- The pace of operations, in an uncertain environment, is creating distinct challenges that require careful management to sustain our ability to achieve our strategic requirements.
 - Supplemental support required to continue Army Transformation while winning Global War on Terrorism. Reduction or end of this funding would have significant implications for procurement and soldier programs.
 - ▢ The operational fleet's condition and age affecting current readiness. Increased depot repair and recapitalization will be required to ensure our fleet is maintained and fully capable.
 - ▢ The Army is focusing resources on promising technologies and rapidly spiraling these into the current force to enhance their capabilities. Our investment accounts may require additional funding to maintain technological overmatch and ensure the development and fielding of the Future Force.
 - ▢ Global Posture and Base Realignment and Closure related initiatives have not been programmed. Army will need \$2.7B in Departmental assistance to comply with these decisions.
- Identifying and mitigating risks associated with fulfilling current and future strategic commitments, will ensure the Army remains relevant and ready – to sustain its aggressive support of the Global War on Terrorism, while transforming.



Creating the Future

- We have an ambitious task ahead.
- Success requires us to exploit the strategic opportunity that has been placed before us.
- We must leverage this period of increased activity, operations, and examination of basing alternatives – the window of opportunity that has emerged – to build a campaign quality Army with joint and expeditionary capabilities now, while sustaining operational support to combatant commanders, and maintaining the quality of the All-Volunteer force.
- As busy as we are today, we must continue to focus on tomorrow. We must challenge our institutional practices by asking two key questions.
 - ➔ First, armed with the knowledge we have about our recent experiences, *“What decisions could we have made sooner?”*
 - ▣ Second, and of far greater importance, *“As you anticipate the challenges that derive from our Title 10 and Title 32 responsibilities, “What should we be working on now?”*



Bottom Line

- Strategic Goal: The Army will remain **relevant** and **ready** by providing the Joint Force with essential capabilities to dominate across the full range of military operations.
- Role of Leadership: To add impetus to our ongoing efforts to change our culture to reflect the realities of our new operating context.
- Key Tasks:
 - ➔ Communicate our messages to those whom we serve – promote understanding of why and how we are changing and relieve stress during a period of intense operational activity and profound transformational change.
 - Foster a culture that embraces innovation; adopts a joint, expeditionary mindset; reinforces the Warrior Ethos; and promotes a

“As we assess Army Transformation, our progress in changing our culture - to reflect the realities of our operating context - will be a true measure of our success ...”



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Backup Slides



Applying the Strategic Framework

Strategic Environment

- **What are the known, unknown, and presumed events that create the context in which you are operating?**
- **How do these events create opportunities and pose possible threats to the vision - translated into your goals, objectives, or ends - that you are trying to achieve?**

Ends

- **What are you trying to achieve? What is your strategic focus?**
- **What are the goals you want to achieve (across the POM period and beyond) and the objectives (to be accomplished in FY 05) that derive from this focus?**

Ways

- **How do you want your leaders to focus their individual and collective efforts to achieve the organization's goals and objectives?**

Means

- **What opportunities do you have to focus the individual and collective efforts of your leaders to achieve the organization's goals and objectives?**

Risk

- **Think of risk as the probability of failing to achieve desired objectives ... the greater the probability of failure... the greater the risk ...**
- **What could cause a failure to achieve your objectives? How do you mitigate the risks you identify?**



Strategic Environment

Known Events:

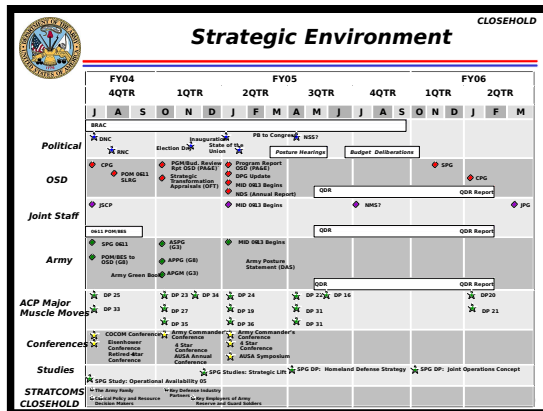
- War will continue
- Resourcing processes (FY 05, Supplemental Funding, and FY 06) will continue
- Strategy processes and studies
- QDR
- BRAC 05 scheduled
- Other?

Unknown Events:

- Success in achieving war aims? Commitment levels? Other theater requirements?
- Continued support for current and future use of Supplemental Appropriations?
- Status of BRAC 05 Wedge? Claimants for funding?
- Legislative support for mobilization, manning, etc.?
- Continuity of Defense and Joint agenda? How will they be aligned?
- Scope and scale of QDR?
- Other? Wild Cards?

Presumptions:

- OPTEMPO/PERSTEMPO will continue at current levels for 3-5 years minimum
- Current support for supplemental funding use will continue
- "Set" costs will be borne by supplemental
- Stationing costs to support modularity will be borne by supplemental
- IGPBS costs will be borne by BRAC Wedge?
- Will retain the ability to influence Soldiers and families in a manner to affect recruiting, retention, and morale in a positive manner
- Other?





FY04			FY05											FY06						
4QTR			1QTR			2QTR			3QTR			4QTR		1QTR			2QTR			
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
BRAC																				
★.DNC ★.RNC			Inauguration ★ Election Day			★ PB to Congress ★ State of the Union			★ NSS?											
						★			Posture Hearings			Budget Deliberations								
◆ CPG ◆ POM 06-11 SLRG			◆ PGM/Bud. Review Rpt OSD (PA&E) ◆ Strategic Transformation Appraisals (OFT)			◆ Program Report OSD (PA&E) ◆ DPG Update ◆ MID 09-13 Begins ◆ NDS (Annual Report)								◆ SPG			◆ CPG			
												QDR		QDR Report						
◆ JSCP						◆ MID 09-13 Begins						◆ NMS?					◆ JPG			
06-11 POM/BES												QDR		QDR Report						
◆ SPG 06-11 ◆ POM/BES to OSD (G8) Army Green Book			◆ ASPG (G3) ◆ APPG (G8) ◆ APGM (G8)			◆ MID 09-13 Begins Army Posture Statement (DAS)														
												QDR		QDR Report						
★ DP 25 ★ DP 33			★ DP 23 ★ DP 34 ★ DP 27 ★ DP 35			★ DP 24 ★ DP 19 ★ DP 36			★ DP 22 ★ DP 16 ★ DP 31 ★ DP 31								★ DP20 ★ DP 21			
★ COCOM Conference ★ Eisenhower Conference ★ Retired 4-star Conference			★ Army Commander's Conference ★ 4 Star Conference ★ AUSA Annual Conference			★ Army Commander's Conference ★ 4 Star Conference ★ AUSA Symposium														
★ SPG Study: Operational Availability 05			★ SPG Studies: Strategic Lift			★ SPG DP: Homeland Defense Strategy			★ SPG DP: Joint Operations Concept											
★ The Army Family Critical Policy and Resource Decision			★ Key Defense Industry Partners ★ Key Employers of Army Reserve and Guard Soldiers																	



Our Overarching Strategic Goal

The Army will remain **relevant** and **ready** by providing the Joint Force with essential capabilities to dominate across the full range of military operations.



The Key Question

How do we “integrate, coordinate, and synchronize” the actions of senior Army leaders to achieve established goals, objectives, and requirements?

- ➡ What are our priorities?
- ➡ How do we best focus the time, energy, and creativity of our leaders?

Reinforce Our Centerpiece: *Soldiers as*

Warriors

- *Soldiers are the Army*
- Our Nation is relying on Soldiers
- Supporting GWOT aggressively
- Soldier conduct must reflect Army Values (detainee abuse, larceny, and unsafe

- Reinforce Army Values
- Emphasize Warrior Ethos
- Adapt training to reflect COE
- Balance training and education: “*what to think*” vs. “*how to think*”

Tell the Army Story Effectively

- Informing the Nation is our obligation - a key responsibility
- Effective strategic engagement required to inform stakeholders
- “One Message—Many Voices”
- Critical outcomes:

- ~~Recruit and Retain Quality Soldiers~~
• ~~Foster “culture of engagement”~~
 - Maintain Public Support
 - Resource the Army
- Prepare people to tell the story
- Develop Strategic Communications, Command Information, and Congressional Engagement plans

Resource the Force

- Sustained operations are our new norm - *protracted conflict*
- Must resource for today's and tomorrow's issues:
 - Sustain Full Scope of Global Commitments (GWOT is a Subset)
 - Transform the Army
 - Enhance Well-being

- Be able to discuss POM
- Articulate capabilities and needs
- Communicate need for balance
- Promote education and career progression opportunities
- Must leverage "window of opportunity" to change

Maintain Viability of All- Volunteer Force

- Must preserve viability of existing and developing new manning concepts
- Rebalancing size and capabilities of components
- Must leverage contributions of civilian workforce

- Meet recruiting and retention goals
- Care for Soldiers, civilians, and families - and communicate well-being and installation enhancement programs
- Enhance safety programs
- Manage complexity; Lead change

Change Army Culture to Reflect New Realities

- **Must embrace innovation**
- **Creating Joint and Expeditionary mindset**
- **Inculcating Warrior Ethos**
- **Building resiliency to uncertainty - to operate better in zones of discomfort**

- **Reinforce culture of innovation**
- **Understand joint, expeditionary implications today and tomorrow**
- **Reinforce all parts of Warrior Ethos (Creed and Values)**
- **Promote Soldier-family resiliency**

Articulate Strategic Rationale for Future

Capabilities

emphasize Army
contributions to Joint
Team

- Create joint interdependence
- Leverage every potential tool

- Collaborate to develop joint solutions
- Build relationships
- Provide advice effectively
- Develop Joint Ops Concept
- Participate as senior leaders in assessments and studies

Adapt the Institutional Army

- **Not business as usual; must support a Joint and expeditionary Army**
- **Must assess changes recommended in ACP**
- **Support needs of force**
- **Create culture of innovation**
- **Draft plan with clear vision**
- **Produce and begin to execute plan in FY 05**

- **Understand essentiality of this critical task**
- **Counter resistance to change**
- **Develop institutional programs**
to influence innovation and cultural change